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THANK YOU, PRESIDENT ALDRICH (DON), LADIES AND GENTLEMEN,
MEMBERS OF THE RHODE ISLAND COUNCIL OF CHAMBERS OF COMMERCE:

IT'S A REAL PLEASURE FOR ME TO BE HERE WITH YOU THIS
EVENING AT YOUR ANNUAL MEETING -- I APPRECIATE YOUR THOUGHTFUL
INVITATION TO SPEAK AND I ACCEPTED IMMEDIATELY BECAUSE I AM A
FIRM BELIEVER AND SUPPORTER OF THE CHAMBER OF COMMERCE PROGRAM --
AND I WANTED THE OPPORTUNITY TO TELL YOU PERSONALLY HOW MUCH
WE IN THE NAVY APPRECIATE THE MANY WONDERFUL PROJECTS YOUR
RESPECTIVE CHAMBERS PERFORM AROUND RHODE ISLAND THROUGHOUT THE
YEAR.

DURING MY NAVAL CAREER I HAVE BECOME WELL ACQUAINTED WITH
MANY COMMUNITIES, BUT NEVER HAVE I COME IN CONTACT WITH
ORGANIZATIONS LIKE YOUR IN RHODE ISLAND THAT DO SUCH AN OUTSTANDING
JOB. OF COURSE, WE IN THE NAVY ARE PRETTY HAPPY ABOUT THE
RELATIONSHIP WE HAVE WITH ALL OF YOU. RHODE ISLAND IS STRICTLY
A NAVY STATE -- NO OTHER STATE IN THE COUNTRY CAN MAKE A CLAIM
LIKE THAT -- OF COURSE, I'M TALKING ABOUT FULL-TIME, ACTIVE DUTY
MILITARY FACILITIES AS OPPOSED TO RESERVE UNITS SUCH AS THE ARMY
NATIONAL GUARD, NAVAL RESERVE AND SO ON -- FURTHERMORE, AS I'M
SURE MANY OF YOU KNOW -- THROUGH THE NAVY MORE THAN \$300 MILLION
EACH YEAR IS EXPENDED IN RHODE ISLAND -- THAT'S A SIGNIFICANT
FIGURE AND IT IS EQUALLED BY ONLY A FEW OF THE BIG STATES --
CALIFORNIA, NEW YORK, VIRGINIA, PENNSYLVANIA, WASHINGTON AND SO
ON. OBVIOUSLY, OUR TIES ARE CLOSE AND INTERRELATED.

Navy Declassification/Release Instructions on File

WE ARE PROUD OF OUR RELATIONSHIP WITH YOU AND WE WANT TO DO EVERYTHING WE CAN TO MAKE THE RELATIONSHIP MUTUALLY PRODUCTIVE AND ENJOYABLE. BECAUSE OF YOUR CLOSE TIE WITH THE NAVY I FELT THAT TONIGHT I COULD GIVE WHAT COULD BE SUMMED UP AS A PRESIDENT'S REPORT TO STOCKHOLDERS -- YOU ARE THE STOCKHOLDERS BECAUSE IT'S YOUR NAVY AND WE EXIST TO SERVE YOU. SO, I WANT TO TAKE A FEW MINUTES TO BRING YOU UP TO DATE ON WHAT YOUR NAVY IS LIKE TODAY.

WHAT IS YOUR NAVY LIKE TODAY?

1. VERY BUSY

PRES CALLED IN MAY

SURGED CVA's - 4 TO 9

OTHER SHIPS ACCORDINGLY

SETTLED BACK TO 6

2 IN MED

8 OF 15 LEFT

FOR INDIVIDUAL SAILOR MEANS 7.5 MONTHS
AWAY FROM HOME

WE ARE STRETCHED THIN

2. FACING TOUGHEST COMPETITION SINCE 1942

SOVIET NAVY MODERN, CAPABLE

CHALLENGE

WE STILL HAVE EDGE DUE EXPERIENCE AND EXCLUSIVE
CARRIER CAPABILITY

DANGER BECOMING THE AVIS

3. CHANGES TO ADAPT TO TIMES UNDER Z

BEARDS

BEER

CIVILIAN CLOTHES

DEEPER

LISTENING MORE

LOOKING AFTER PEOPLE MORE

MINOR IRRITANTS

ATTEMPTING CAST OFF SHACKLES OF TRADITION WHERE

NOT ESSENTIAL TO DISCIPLINE OR EFFECTIVENESS

IMPORTANT - YOUTH - SOCIAL/INTELLECTUAL TIME

4. EMPHASIZE - DWELL FOR A BIT

MORE SUBTLE - LESS PERCEIVED CHANGE WAY DO OUR JOB

CHARACTERIZE - INTELLECTUAL APPROACH -

LORD NELSON

"NO CAPTAIN CAN GO VERY FAR WRONG IF HE LAYS
HIS SHIP ALONGSIDE THAT OF THE ENEMY"

A SIMPLE STRAIGHT FORWARD AXIOM

PAST AXIOMS LIKE THIS, INTUITION, IMAGINATION, DASH,
VERVE WERE ADEQUATE GUIDELINES SUCCESSFUL LEADERS
OF FORCES IN COMBAT

MUCH OF WAY LEADERS REACTED CONDITIONED BY
PEACE TIME TRAINING EXERCISES

I WOULD LIKE SUGGEST TONIGHT AXIOMS AND
EXERCISES FAR LESS USEFUL TO US TODAY,
INSTEAD THE TIME FOR MEN WHO ARE THINKERS
AS WELL AS DOERS HAS COME.

LET ILLUSTRATE - DISCUSS EACH THREE ROLES NAVY PLAYS FOR YOU
STRATEGIC DETERRENCE

CONVENTIONAL WARFARE

SEA LANES

CARRIERS

AMPHIBS

PEACETIME PRESENCE OVERSEAS - THIS HAS SPECIFIC
PURPOSE OF DETERRING CONVENTIONAL WARS
STRATEGIC - WHY MORE INTELLECTUAL APPROACH

BEGIN WITH NO ACCUMULATED EXPERIENCE - THANK GOODNESS

3 CHARACTERISTICS

COMPLEX

HIGHLY TECHNICAL

FAST

COMPLEX

PRIME CONSIDERATION NEVER LET SOVIETS GAIN POSITION FOR
SUCCESSFUL 1ST STRIKE

NOT SIMPLE QUESTION HOW MANY MISSILES EACH HAVE
MISSILES IN SILOS

IF HAD CAPABILITY DESTROY ALL WITH HIS MISSILES
ON WAY TO 1ST STRIKE. BUT WOULD HAVE ONE SHORTCOMING -
WOULD GIVE US ALERT TIME -

BOMBERS OFF - NOT IRRETRIEVABLE

IF WANTED TAKE CARE OF BOMBERS COULD USE SUBMARINES -
SHORTER TIME OF FLIGHT

THEN MM GOES -

EITHER EVENT - STILL MUST CONTEND POLARIS/POSEIDON -
INVULNERABLE IN FORESEEABLE FUTURE

ONLY POSSIBLE WAY ABM

NOT INTENDING GO FURTHER INTO A DETAILED DISCUSSION NUCLEAR STRATEGY EQUATION. WANT MAKE POINT COMPLEX INTERACTIONS - DEMANDS OFFICERS WITH INTELLECTUAL CAPACITY TO HANDLE MANY VARIABLES AT ONCE. IT IS YOUR MISSILE AGAINST MINE - RATHER IT IS HOW YOUR LAND BASED MISSILES AND SEA BASED MISSILES AND ABM DO AGAINST MY MIXED BAG.

AND SAME TIME MUST BE ABLE TALK IN HIGHLY TECHNICAL TERMS LIKE TIMES OF FLIGHT, COORDINATED ACTION, ESOTERIC CONCEPTS LIKE PINNING DOWN MISSILES TEMPORARILY WITH NUCLEAR RADIATION.

NOT ONLY COMPLEX AND TECHNICAL - DEMANDS PEOPLE WHO CAN THINK FAST

IF DECISIONS EVER HAD TO BE MADE - MINUTES

NOT PLANNING TO HAVE TO MAKE THEM - BUT IF IT WERE CLEAR WE COULD NOT - DETERRENT MIGHT BE IMPAIRED

SECOND ROLE - ENGAGE IN CONVENTIONAL WARFARE IF CALLED UPON

LOOK AT ONE SMALL ASPECT AS AN EXAMPLE

DEFENSE OF SHIPS AGAINST MISSILES

MAJOR PROBLEM -

OFFENSE ON ASCENDENCY

ONE REASON OFFENSIVE MISSILES LOOK SO OMINOUS IS THAT

SOLUTION FOR THE DEFENSE IS NOT STRAIGHT FORWARD -

NOT CASE OF MY DEFENSIVE WEAPON AGAINST YOUR MISSILE

TO ILLUSTRATE THIS MUST LOOK AT WHAT IT TAKES FOR AN ENEMY
PUT A MISSILE ONTO ONE OF OUR SHIPS -

MUST BE BROUGHT WITHIN LAUNCH RANGE BY SOME PLATFORM

AIRCRAFT

SHIP

SUB

WE CAN START OUR DEFENSE BY ATTACKING PLATFORM PRIOR TO
LAUNCHING.

OF COURSE MUST CAREFULLY CALCULATE WHETHER BEST USE
OF ASSETS

MATTER OF PROBABILITIES - 600 MILES vs 60

NEXT SEQUENCE ENEMY MISSILE MUST FIND ITS TARGET

MISSILE ITSELF DUMB

HUMANS GIVE IT GOOD ADVICE PRESUMABLY

MAY EVEN ATTEMPT UPDATE

WE CAN ATTEMPT TO CONFUSE MISSILE OR ITS HUMAN ADVISORS -

ELECTRONIC DECOYS - JAM

LOTS OF SHIPS -

FORMATION - CONDENSE - DISPERSE

ELECTRONIC SILENCE - HIDE

FINAL SEQUENCE MISSILE MUST FLY THROUGH DEFENSES

AIRCRAFT

MISSILES

GUNS

LONG RANGE

SHORT RANGE

NOTE SEVERAL THINGS ABOUT THIS COMPLEX AND CONFUSING
PROBLEM

1. MIXING THESE VARIOUS DEFENSIVE SYSTEMS IS NOT
A SIMPLE TASK

NOTE ELECTRONIC SILENCE AND USE OF OUR MISSILES ARE
INCOMPATIBLE

NOTE ELECTRONIC DECEPTION ONLY GOOD AGAINST CERTAIN
MISSILES AT CERTAIN TIMES

2. INTERACTION ALL THESE SYSTEMS THAT AUGURS
FOR SUCCESS

DIFFICULT ANALYZE - DIFFICULT EXECUTE UNLESS
INDIVIDUAL DOING IT UNDERSTANDS THE SEQUENCE
OF ACTIONS AND COUNTER-ACTIONS AND THE
TECHNICAL LIMITS AND CAPABILITIES EACH
COMPONENT. NOT ADEQUATE HAVE MAN LIMITED TO
HIS EXPERIENCE OR EXERCISES

NOTE - IT ALL HAPPENS SO FAST

MAY HAVE 30 SECONDS OR LESS FROM 1st DETECTION UNTIL
YOUR GUN OR MISSILE WILL HAVE HAD ITS LAST CHANCE TO
DEFEND YOU.

FINALLY - DETERRENCE THROUGH PEACETIME PRESENCE

STOCK IN TRADE SINCE WWII

TACHEN ISLAND 1958

CUBAN MISSILE CRISIS 1962

JORDANIAN CRISIS 1970

INDIA-BANGLADESH 1971

USED TO BE ANY OLD GUN BOAT WOULD DO - THESE TYPES SITUATIONS -
TELLING SHEIK YOU WERE INTERESTED - BETTER PAY ATTENTION
NOW MORE VITAL TO TAILOR A CAPABILITY THAT WILL BE
PERCEIVED AS A CREDIBLE THREAT FOR THAT PARTICULAR SITUATION.

JORDAN - PROTECT AMERICANS IN AMMAN -

BUT TO PROTECT OUR CITIZENS FROM GUERILLAS NOT PART OF
A RESPONSIBLE GOVERNMENT WITH A TERRITORIAL ENTITY THAT
CAN BE THREATENED - A CARRIER IS AN AWESOME WEAPON, BUT
REALLY NOT A THREAT

BROUGHT UP A HELO CARRIER WITH MARINES

MUST BE MUCH MORE SOPHISTICATED THAN JUST BRINGING
UP THE NEAREST GUNBOAT

ATTEMPTING TO SAY -

TODAY'S NAVAL COMMANDER MUST BE SAME MAN OF ACTION -
INSPIRING LEADER AS OF OLD.

BUT - HE HAD ALSO BETTER BE A SOPHISTICATED THINKER -
FIRST MUST USE COMPUTERS TO SPEED HIS RESPONSE
BUT MUST BE SURE THAT HE IS SMART ENOUGH TO
CONTROL THEM -

THAT DOESN'T MEAN SIMPLY THAT IT IS HIS
FINGER ON BUTTON -

MEANS THAT HE REALLY UNDERSTANDS WHAT THAT
DUMB COMPUTER IS TELLING HIM

MEANS THAT HE KNOWS HOW MUCH DATA IS
ENOUGH AND HOW MUCH WILL SWAMP HIM AND
MAKE HIM A CAPTIVE WHO HAS NO OPTION WHEN
THE COMPUTER TELL HIM "PUSH THE BUTTON."
SECOND, HE MUST ALSO UNDERSTAND SOMETHING OF PROBABILITIES -
HOW DOES HE CALCULATE THE PROBABILITY OF SUCCESS OF EACH
COMPONENT HE HAS AT HIS DISPOSAL?

WILL HE BE BETTER OFF TO SEND HIS FIGHTERS OUT TO
SHOOT DOWN ENEMY BOMBERS OR HOLD THEM BACK TO SHOOT
AT THE MISSILES THE BOMBERS LAUNCH?

NO AMOUNT INSTINCT OR REHEARSAL WILL SUFFICE FOR
THIS MAN.

HE MUST THINK IN TERMS OF ANALYSIS, OF OPTIONS, PROBABILITIES
AND OF ENSURING THAT HE HAS LOOK AT ALL ASPECTS OF HIS
PROBLEM -

THE PROSPECT OF HAVING TO DEVELOP LEADERS LIKE THIS MEANS
SEVERAL THINGS TO YOUR NAVY TODAY - THESE SUBTLE CHANGES
TAKING PLACE

1. MUST ACCENT THE THINKING, REASONING AND ANALYTIC PROCESS
IN OUR OFFICER EDUCATION AND WE MUST ALSO ACCENT TECHNICAL
COMPETENCE

FOR INSTANCE, AT NWC, THIS YEAR INSTITUTING ENTIRELY
NEW CURRICULUM WHICH STRESSES INDIVIDUAL STUDY AND
ACADEMIC ACHIEVEMENT -

WE WANT OUR STUDENTS TO ANALYZE THEIR ALTERNATIVES
NOT TO MEMORIZE STANDARD SOLUTIONS
SECOND AND LONGER TERM IMPLICATION OF THIS TREND
RECRUITING
MUST GET REASONABLE SHARE BRIGHTER YOUNG PEOPLE
VOLUNTEER FORCE
NEED YOUR HELP - BY ENSURING YOUTH GROW UP UNDER-
STANDING PROFESSION HONORABLE
BUT NATURE OF BEAST IS AN HELP IN ITSELF
TODAY THE ADDITION OF A GREATER INTELLECTUAL CHALLENGE TO
TRADITIONAL APPEALS OF A CAREER MAKE THAT CAREER MORE
EXCITING THAN EVER.
GOING TO BE MUCH LESS MARCHING IN STEP TO A PRE-
PLANNED BATTLE DOCTRINE - MUCH GREATER SCOPE FOR
INDIVIDUAL THINKING AND INITIATIVE
FINALLY MUCH MORE THAN EVER THE EFFECTIVENESS OF OUR MILITARY
WILL DEPEND ON THE INTELLECTUAL FIBER OF YOUR MILITARY
LEADERS.
TRUE EVEN THOUGH ALL HOPEFUL BE ABLE AVOID ACTUAL MILITARY
CONFLICT.
IF, HOWEVER, NOT SMART ENOUGH TO STAY ABREAST OF ENEMY
TECHNOLOGY AND TACTICS, WE WILL NOT DETER BECAUSE THE
ENEMY WILL RECOGNIZE US AS A PAPER TIGER.

THEREFORE WHETHER WE WILL BE FORCED INTO EMPLOYING MILITARY
FORCE OR NOT IS LIKELY TO BE IN PART A PRODUCT OF THE
INTELLECTUAL CAPABILITY THAT YOUR ARMED FORCES POSSESS.